Leadership & Management

Reading for Lesson 22: Motivation and Performance: Need Theory

Lesson 22
Reading Objectives

1. The student will know the five basic needs in Maslow's Hierarchy and explain their components.
2. The student will comprehend how a leader can use knowledge of follower needs to reinforce higher goals for subordinates.

Lesson 22
Reading Objectives

3. The student will apply Maslow's Hierarchy to a subordinate. Identify the extent each of the basic needs is impacting the subordinate's goals and relate them both to the subordinate's current performance and interventions you can make to help align the subordinate to a higher goal.
4. The student will comprehend the degrees of relative satisfaction in relation to the complete satisfaction of needs.

Lesson 22
Discussion Objectives

1. The student will know the five basic needs in Maslow’s Hierarchy and explain their components.
2. The student will comprehend how a leader can use knowledge of follower needs to reinforce higher goals for subordinates.

Lesson 22
Discussion Objectives

3. The student will apply Maslow's Hierarchy to a subordinate. Identify the extent each of the basic needs is impacting the subordinate's goals and relate them both to the subordinate's current performance and interventions you can make to help align the subordinate to a higher goal.

Needs Theories

- The needs theories - and we discuss principally Maslow- have several key points:
  - Needs must be met (not just promised to be met as is often our tendency) in order to eliminate them as distractions from a higher goal.
  - Those whose lower level needs are regularly met are better equipped to tolerate future deprivation while acting to meet a higher need.
  - People strive to meet several levels of needs at once.

Maslow’s Hierarchy of Needs

- Maslow’s Hierarch of basic needs results in goals which drive both behavior and perspective from lowest level to highest

Maslow's Hierarchy of Needs

Basic Need	Elements
Physiological	Hunger, Thirst, Sleep, Comfort
Safety	Physical, Emotional Security, Routine and Rhythm, Fairness, Justice
Social/Love	Love (both giving and receiving, separate from sex), Affection, Belonging, Friendship
Esteem	Desire for strength, achievement, adequacy, confidence, freedom, independence, and the Desire for reputation, prestige, recognition, attention, importance, appreciation
Self-Actualization	Meeting Personal Potential--(Basically satisfied people who we expect the fullest (and healthiest) creativity)

Follower Needs

- Knowledge of follower needs to reinforce higher goals for subordinates:
  - Needs develop goals in that individuals strive to achieve what will satisfy their needs with an order of precedence biased by what is essential and unfulfilled.
  - Several needs will be worked for by an individual at once. By taking steps to ensure that followers meet their lower level needs, leaders then can introduce higher goals to match the emerging follower needs as they progress through the hierarchy.

Follower Needs

- For example:
  - If Sailors are fed, watered, and sheltered, they are more likely to begin concentrating on becoming stronger workcenter team members, on interaction with peers, and eventually on achievement, higher qualifications, and, with guidance, perhaps service and retention.
  - Failure to address lower level basic needs while trying to promote activity which meets higher needs can breed cynicism toward the espoused goal since needs affect not only behavior but also perception-- and the perceptual set impacts reflection and so learning and attitudes.

Application of Maslow's Hierarchy

- Identify the extent each of the basic needs is impacting the subordinate's goals and relate them both to the subordinate's current performance and interventions you can make to help align the subordinate to a higher goal.
  - The subordinate may be a good or poor performer, operating predominantly high or low on the hierarchy.
  - The analysis should show elements of each basic need.
  - Interventions must significantly work towards meeting the targeted need.
  - They must not be superficial statements or promises to meet the needs in the future— the subordinate must be brought to a level where he begins to experience the need before the leader can motivate through a promise to meet it.

Degrees of Relative Satisfaction

- Needs do not need to be satisfied 100 per- cent before the next need emerges.
- Most members of our society are partially satisfied in all their basic needs at the same time.
  - For example, the average citizen is satisfied perhaps 85% in their physiological needs, 70% in their safety needs, 50% in their love needs, 40% in self-esteem needs, and 10% in self-actualization needs.)